



INSCOM **Journal**

Summer 2004

**Grooming the next
generation of leaders**

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illustration by Pfc. James Felkins

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On the cover

Leader development and education is one of focus areas directed by Army Chief of Staff Gen. Peter Schoomaker to channel Army efforts in winning the global war on terrorism and increasing the Army's relevance and readiness. One of the easiest ways to prepare future leaders is to learn from the past.

Cover photo by Tech. Sgt. Jim Varhegyi

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LEADERSHIP

Training Soldiers to meet the needs of the Army



photo illustration by Paige Zieroth



From the commander's desk

By Maj. Gen. John F. Kimmons
Commander, INSCOM

During June and July, the U.S. Army Intelligence and Security Command changed out commanders in seven of 14 brigade-level commands spread across four continents including four of our five theater military intelligence brigades. Visiting each of the affected units gave me a chance to talk with our new leaders and visit with leaders of all ranks. With our Global War on Terrorism and contingency-related operations tempo high, the extra turmoil associated with multiple brigade and group changeovers could reasonably be expected to cause some disruption. When it came to it, there was none.

At every headquarters, we found tough, self-confident Soldiers and civilians taking care of business under fast paced, high pressure wartime circumstances. The change of command evolutions were accomplished in stride against the backdrop of more serious work. The newly arrived set of INSCOM commanders are operationally seasoned, humbled by the opportunity to lead America's best, and eager to get on with the mission.



file photo

Maj. Gen. John F. Kimmons.

Our rock solid leaders kept the ceremonies sharp, but ensured that operational focus and momentum were maintained. They say that “good units do many things well” - the changes within INSCOM over the last month serve as proof that this is so within the INSCOM family.

Soldiers are the centerpiece of our Army. I remain in awe of their aggressive attitude, steadiness and optimism. It stems from engaged leadership, tough training - the most sincere form of caring - and clear mission focus. The Soldiers and civilians I spoke with clearly understood that the joint intelligence team is doing necessary “heavy lifting” to set our fellow warfighters up for military success on our terms and set conditions for added, complementary, non-military instruments of power to become fully effective: political, economic, educational, and others. There's a lot we can do within our lane to increase the effectiveness of intelligence support. Information technology has now reached the point where it can significantly assist analysts in generating timely, actionable intelligence as a driver for combat decisions and action - we're doing a great deal to leverage those capabilities through Information Dominance Center and Distributed Common Ground Station advances. But, we can never kid ourselves about what makes American forces unique across the globe. It's not information technology, it's our people - Soldiers and civilians - and the leadership that forms them into high performing, innovative, empowered teams, that constitutes our real asymmetric advantage. The “bad guys” just don't fully appreciate how dangerous “we” really are. If we do this right, they'll only get to appreciate this fact one time.

That's the essence of the Warrior Ethos and what Gen. Peter Schoomaker means when he challenges us about “wearing our dog tags” every day. He's not talking about the pieces of metal; he's talking about our state of mind as Soldiers and warriors. In this third year of global war, our minds need to be clear and focused on what soldiering is all about.

Thanks for what each one of you do daily to keep our forces safe and the team fully successful. It's an exciting and historic time to be in INSCOM.

Leading from the front

By **Command Sgt. Maj. Maureen Johnson**
Headquarters, INSCOM

"The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office."

- Gen. Dwight D. Eisenhower

I was once asked of all the Army Values, which one did I feel was the most important.

I quickly responded that no one Army Value can be singled out as the most important. You can not lead by picking and choosing which Army Value you wish to place more emphasis on. You must live all seven values each and every day.

These values, which include, loyalty, duty, respect, self-less service, honor, integrity and personal courage, should be at the forefront for all leaders - officers, NCOs and civilians. If they are not, they are not leaders, they are merely managers. You cannot lead effectively without possessing these values. It is the foundation for the character of a leader. These values represent the *Be* of the "Be, Know and Do" of leadership.

Leaders without values are leaders by title but not by action. Subordinates, who see their supervisor act inappropriately, may assume this is acceptable behavior and choose to act accordingly based on the example set by their superior. Like it or not, leaders serve as the moral compass of their

Command Sgt. Maj. Maureen Johnson. subordinates.

Noncommissioned Officers are committed to leading by example. As the direct link between officers/supervisors and mission accomplishment, NCOs must embrace their responsibilities and always live by the Army values, not only professionally but personally. During my trips throughout INSCOM, since taking over as the command sergeant major, I have met with leaders and their Soldiers across the globe. I am proud to report that we are getting it done.

Our Soldiers are motivated and eager to accomplish their duties. I have to commend the leaders, who are in charge of our Soldiers and civilians. We're getting it done because of their desire to carry out their duties to the fullest and because of the leadership they receive.

However, I don't have blinders on. I realize not every leader is performing to standard.

Yet, the mission is accomplished. This is a testament to Soldiers and civilians who are succeeding without the leadership they deserve. I challenge every leader who is not living by the Army values to reexamine their priorities and their role in the development of their subordinates.

Leaders need to envision how well their subordinates would perform if they were providing the right example. Today, we are laying the foundation for future leaders who will be in charge in the not too distant future. We must ensure they are ready to lead when that time comes.

With the war on terrorism still rearing its head in Afghanistan, Iraq and around the globe, and the threat at home always present, it is imperative that all of our leaders - officers, NCOs and civilians - fulfill their obligations.

Our subordinates deserve it, the mission requires it, and our country expects it.



photo by Brian Murphy



One Final Salute

By Sgt. 1st Class Terry Goodman
INSCOM Public Affairs

Col. Jon “Jake” Jones faced many enemies during his 24-years of service to his country. However, none were fiercer than the enemy inside of him - cancer. As every good Soldier, Jones fought the disease with the tenacity and guile of a true warrior. Unfortunately, it was a battle Jones did not win. He died June 6 at the Veteran’s Hospital in Augusta, Ga.

During his memorial service June 9 at Friendship Chapel at Fort Gordon, his wife and two children, other family members, friends and fellow Soldiers tried to remember not his death, but how he lived his life. He loved his family, and he loved being a Soldier.

Jones assumed command of

the 513th Military Intelligence Brigade July 2002. In November 2002, he deployed with his unit to Kuwait and Iraq in support of Operation Iraqi Freedom and the Global War on Terrorism. The brigade returned to Fort Gordon in the summer of 2003.

His actions demonstrated how much Jones cared for the people of the 513th MI Brigade. He continued to visit his Soldiers and civilians deployed in Southwest Asia into the last stages of his illness. He had recently returned from a trip there to check on his Soldiers even though he was fading. Again, a clear indication of the kind of leader he was.

“He was a superb commander and Soldier - A great husband, father and friend, said Maj. Gen. John F. Kimmons, commanding general, U.S. Army

Intelligence and Security Command. “He’ll be missed.”

Jones, who was born in Quincy, Calif., graduated with a Bachelor’s of Arts degree from California State University in 1980. He was selected distinguished honor graduate of his Reserve Officer Training Course class. Following graduation, Jones was commissioned as a second lieutenant and became a military intelligence officer.

His tactical assignments included tours in the 2nd Armored Division at Fort Hood, Texas, the 4th Psychological Operations Group at Fort Bragg, N.C., and the 3rd Infantry Division in Germany. He commanded the 751st MI Battalion, Republic of Korea, from 1998 to 2000.

Jones’ staff assignments included tours in the J-5 and J-3

of the Joint Staff; the Office of the Deputy Chief of Staff for Intelligence, Department of the Army; and headquarters, INSCOM. He also served at the NATO Headquarters in Izmir, Turkey. Before taking over the 513th MI Brigade, Jones served as an Army War College Fellow at the CIA from August 2001 to July 2002.

According to Command Sgt. Major Carnell Draughn, who served as his command sergeant major for almost two years, Jones was a very honest man with extremely high morals and values.

"He possessed a tremendous amount of compassion for people, especially Soldiers," Draughn said. "He was a very

loyal and dedicated family man."

Jones sincerely cared about his Soldiers, who considered him a fine and honorable commander.

"Col. Jones was a fair and just officer," said Maj. Vance McLeod, executive officer, 513th MI Brigade. "He was the fairest officer I have had the pleasure of serving with. He took a personal interest in ensuring that each Soldier received an award prior to departing the brigade."

Jones seemed to touch everyone he came into contact with throughout his life and military service.

"I'm a better man for having worked with him and for having known him," said Maj. Bill Hudson, logistic plans officer, 513th MI Brigade. "I've nothing

but a deep abiding respect for Jake Jones."

His military awards include the Bronze Star, Legion of Merit, Defense Meritorious Service Medal (one Oak Leaf Cluster), Meritorious Service Medal (four Oak Leaf Clusters), Joint Commendation Medal, Army Commendation Medal and Armed Forces Expeditionary Medal.

Jones also received the Global War on Terrorism Expeditionary and the Distinguished Service Medal for his service in both Iraq and Afghanistan.

But in the end, Jones will not be remembered for the awards he earned or the rank he wore on his uniform, but for the way he took care of his family and his Soldiers.



courtesy photo

Col. Jon "Jake" Jones, commander, 513th MI Brigade, lost his battle with cancer and passed away June 6.



courtesy photos

Soldiers called him “sir,” family called him Jon, but Jones’ closest friends simply knew him as Jake.

The man called Jake

**Commentary by Command
Sgt. Maj. Paul Hibshman**
116th MI Group

When Lt. Col. Jon “Jake” Jones assumed command of the 751st Military Intelligence Battalion, 501st MI Brigade in Korea, I was his command sergeant major. During our tenure there, our families became close friends.

His wife, Cynthia, was the typical city girl, while my wife, Jaci, has always been more of a homespun country girl. The atmosphere and attitude when the two of them, or even better the four of us, were

together was electric. Things couldn’t have been better, professionally or personally. Well, except from Cynthia’s view, often things would have been better if we were anywhere but Korea.

One thing that did confuse my family was the fact that Jaci knew him as Jon Jones, whereas I knew him as Jake Jones. Why was it that whoever meets this guy through Cynthia knew him as Jon, while those who came to know the Joneses through him, knew him as Jake? What was with this name thing? I came to find that during

college, an ROTC cadet named Jon Jones was due to go to summer camp. That young cadet decided that Jon wasn’t the kind of name that would conjure up thoughts of a butt-kicking, ‘Hooah’ Soldier. He decided he needed a more macho name. The rest, as they say, is history. The name stuck and the schizophrenic existence of a great, future Army leader came into being.

Our time together as a command team was awesome. We worked together during the great flood of Zoeckler Station in the

summer of 1998. We thrived on the privilege to hop on a Huey from our own Phoenix Detachment to fly up to the Demilitarized Zone to visit our Soldiers on the Detachments J, K, and L scant distances from North Korea. We later mourned the inactivation of Phoenix as the last of the Hueys in the inventory of the Active Army were retired. Whether walking the perimeter at two in the morning, checking on Soldiers during a perimeter defense exercise during Ulchi Focus Lens or Foal Eagle, or patrolling downtown Songtan to police up our wayward junior officers after a *Hail and Farewell*, conversation was always spirited. Whether discussing the Army, classic movies, or sports, it was clear that we were kindred spirits who reveled in each other's company.

About fifteen months into his command, our time came to a premature end, as I moved to Hawaii to be the command sergeant major of the 703rd MI Brigade. Although no longer a command team, we remained in contact, often seeing each other at conferences - planning how we would work together again. Alas, that was not to be, but the families were reunited at Fort Gordon as we came to be assigned to separate, but sister, MI brigades there.

Then one day, while out of town, we got the phone call from Cynthia inviting us to come home early. The next day, standing with the closest thing to family I've experienced in my 29 years in the Army, I watched as my former commander, my friend, my brother-in-arms pulled pitch and

deployed forward.

At his memorial, the chaplain said that Jake wanted to be with us that day, but he couldn't. I couldn't disagree more. He was there. One only had to cast their eyes upon his wife, his children, his family, or many of the Soldiers, both active and retired in attendance. He was there, in their hearts and in their minds. As long as he remains remembered, as long as he remains loved, he will always remain with us. He is now forward deployed and someday I will be likewise. I only hope that, in the meanwhile, I can be as good a husband, father, Soldier, and friend as he.

"Those were the days, my friend. We thought they'd never end. For we were young, and sure to have our way."



Jones, shown here with his Soldiers, was the commander of the 513th MI Brigade for almost two years.

Worth

THE WAIT

By Alline Kent
Macon Telegraph

When Clarence McDuffie returned to Georgia after World War II, he had many memories of battle and a heavy heart for the ones who had served with him and made the ultimate sacrifice.

But Clarence came home without one thing - his Bronze Star Medal.

The 82-year-old Warner Robins, Ga., resident and World War II veteran finally received his Bronze Star Medal at a ceremony arranged by his son, Gary, held at Second Baptist Church

Aug. 5.

Drafted in 1942, McDuffie was in the 9th Regiment, 47th Infantry, Company E, and served until December 1945. He spent 13 weeks in basic training at Camp Wheeler before catching a ship that ended up in Africa, where he saw his first combat during patrols in the mountains. His unit was later sent to Sicily and Italy and then removed after being told that they were to return to the United States.

Where they actually went was England in preparation for D-Day. McDuffie's unit was sent in five days after the initial attack. They entered France and walked toward their position near Cherbourg, encountering German attacks along the way. McDuffie described the terrain as patches of fields, separated not by fences but by hedges and rocks.

"One time, we came around the corner and there was a German unit just over a hedge, less than 5 feet from us, but the hedge was so thick that we couldn't see each other. The Germans threw a grenade over the hedge and one guy just picked it up and threw it back over.

"I always thought that was

pretty quick thinking."

Another American was shot in the eye, and under enemy fire McDuffie carried him and both their guns down the road to the medic station. Although his family, friends, fellow soldiers and the U.S. Army, all have declared him a hero, he remains very humble about his efforts during World War II.

"Everyone was scared. If anybody did anything it was to protect someone from getting killed and keep from getting killed yourself. The Lord just looks out after people, I have no doubt about that. With so many people shot and wounded around you, it is kind of scary, but I bet the Germans were a little scared of us, too," he said.

McDuffie earned his Bronze Star during a battle in which he set up a road block with a gun - he zeroed in on the intersection and just never let up, allowing the men in his company to advance.

His ribbon was sent to the company, but the actual medal was to be given during a ceremony. By then, McDuffie was in Belgium and then hospitalized for malaria, which he had caught during his African tour.

McDuffie never pursued the



matter after he was discharged.

But last year, Gary heard a similar story on the news about a veteran receiving long-overdue medals and began the process for his father to receive his Bronze Star. Assisted by Senator Saxby Chambliss' office, Gary filled out paperwork and provided the Army copies of his father's discharge papers that had recorded the award.

Gary wanted to surprise his father with the medal, so after receiving it, he arranged a ceremony last week for his father at Second Baptist Church, telling his father that he was going to a program about his own son's basketball league and wanted him to go.

Members of an Army unit assigned to the 116th Air Control Wing, Joint Surveillance Target Acquisition Radar System (JSTARS) program, U.S. Army Intelligence and Security Com-

mand, were on hand to assist with the presentation. Maj. Brad Olson read a proclamation while Maj. Doug Guthrie pinned the Bronze Star onto former Staff Sgt. Clarence McDuffie.

Sue Zuniga from the 116th Air Control Wing, said it was a privilege for the unit to be involved in the Bronze Star presentation.

"We were so glad to be able to participate, it was quite an honor," Zuniga said. "It gave the soldiers here quite a morale boost."

Among the attendees at the ceremony was John Simmons, who served with McDuffie all through the war and is the only other surviving member of Company E.

"Mr. Simmons being there was really special to my dad," commented Gary McDuffie.

Sunday morning, Gov. Sonny Perdue recognized Clarence McDuffie during church

"Everyone was scared. If anybody did anything it was to protect someone from getting killed and keep from getting killed yourself,"

**Clarence McDuffie
World War II veteran
and Bronze Star
Medal recipient**

services at Second Baptist.

The Bronze Star Medal was established by executive order in February 1944 and is "awarded to any person who, while serving in any capacity in or with the Army of the United States after 6 December 1941, distinguished himself or herself by heroic or meritorious achievement or service. ..."

(This article has been reprinted with the permission of the Macon Telegraph).



courtesy photo

Maj. Doug Guthrie, of the 116th Air Control Wing, JSTARS, INSCOM, stands with Clarence McDuffie and his family after presenting McDuffie with his Bronze Star Medal Aug. 5. McDuffie earned the medal during World War II.

In Afghanistan, INSCOM officer Proves his medal

by Mary Ann Husty
The News Press

A U.S. Army Intelligence and Security Command officer received a special going away present, when Capt. Vrett Karas was awarded the Bronze Star Medal just before leaving Afghanistan at the end of July.

"I was extremely honored and humbled," Karas said.

Karas, who was an information operations planner for the Special Operations Task Force in Afghanistan, was awarded the medal in Bagram, Afghanistan, by the senior Special Forces officer stationed in the country July 14.

"I was responsible for coordinating various elements of combat power while simultaneously planning and providing oversight on several sensitive Special Forces initiatives/operations intended to influence the people of Afghanistan," Karas said.

The overall goal of the task force was to quell insurgents, aid in the killing or capture of anti-coalition militants, facilitate the reconstruction of Afghanistan and educate and inform the populace and international community of community assistance projects provided by the coalition, Karas said.

"My recent deployment to Afghanistan allowed me to view first hand the devastation and repression that directly resulted from years of Taliban rule," he said.

The Bronze Star Medal is awarded to a soldier of any branch of the military for either combat heroism or meritorious service.

The captain has been in the Army five years and was in Afghanistan for the past six months. He is now stationed with INSCOM at Fort Belvoir, Va.

"He is pretty gregarious - a people person, very articulate and a very innovative young officer," said Maj. Brian Russo, his supervisor.

Although the two were in Afghanistan at the same time, Russo was in a different area when Karas received his medal.

In Afghanistan, before the Taliban, there was no free speech, Russo said. "We work on a daily basis and earn their trust." He was involved with special leaders to get that trust.

Karas said the Special Forces are doing a good job in Afghanistan.

"This was my first opportunity to work with Special Forces in combat. It was my distinct privilege to have soldiered with them and the entire coalition," he said.

Although his family does not know what he did to receive the medal (that's classified information, Karas said), "I was exceptionally proud. I don't know what he got it for, but we are thrilled and we are proud of him," said Elizabeth Karas, Vrett's mother.

Like any parents whose children are in a combat zone, "we were concerned about Vrett's well-being while he was in Afghanistan, but, at the same time, very proud that he was serving his country, and helping the Afghan people," she said.

His father, Clayton, added, "Vrett is a fun-loving, religious and deeply patriotic young man, who has also always been a leader."

Karas said his military experience has been fulfilling.

"I am proud to serve. I pray every day for all members of the Army."

(This article has been reprinted with the permission of The News Press).





courtesy photo



photos by Spc. Honey Walker

Soldiers from the 501st MI Brigade prepare to decontaminate an aircraft on the flightline during Nuclear, Biological, Chemical Training. Each unit within the brigade either placed first or was a runner-up in every category - an unprecedented accomplishment.

501st MI Soldiers Maintain excellence

Story by Pfc Jason Merrell

Excellence is not something easily achieved. It involves going above and beyond the standard. Excellence means doing more than what is expected and sometimes getting nothing more than the self-satisfaction of accomplishing the mission.

However, Soldiers of the 501st Military Intelligence Brigade, the Republic of South Korea, received both satisfaction and the knowledge their performance in the Fiscal Year 2003 Army Maintenance Excellence competition has never been achieved by another brigade.

Each unit within the brigade not only participated as a finalist in the AAME competition, but either placed first or was a runner-up in every category - an unprecedented accomplishment in the competition's 22-year history.

Representatives from the 532nd and the 3rd MI Battalions, who placed first in the Large and Medium categories respectively, attended separate ceremonies Aug. 3 and 4 in Washington, D.C. The Soldiers attended the INSCOM ceremony at Headquarters, Army Intelligence and Security Command Aug. 3 and the Army Chief of Staff's ceremony in Alexandria, Va., the following day.

The AAME program, established in 1982, is designed to improve and sustain unit maintenance readiness; to evaluate the status of total unit maintenance; to recognize outstanding unit level accomplishments and initiatives; and to promote competition at major command, Headquarters, Department of the Army and the Defense Department levels.

Master Sgt. Dennis A. McComas, maintenance sergeant for the 501st MI Brigade, said the outstanding maintenance excellence of the brigade began with an exceptional program called the Maintenance Terrain



Soldiers from the 501st MI Brigade take a break to “smile for the camera” at the 3rd MI Battalion flightline, Camp Humphreys, Republic of Korea.

Walk, instituted by Col. Mary A. Legere, former commander of the 501st MI Brigade. Legere met with her battalion commanders and formulated a solid foundation for overall maintenance, simultaneously pushing the entire brigade to compete in the Army Award for Maintenance Excellence.

Maj. Terrence Murrill, executive officer, 532nd MI Battalion, said Legere set a long, term maintenance plan and followed it.

“It all started with a vision,” Murrill said, “She didn’t want to do this for the purpose of just competing, or winning, or bringing popularity to the brigade. She wanted it to better the maintenance program.”

Legere took a hands-on approach in training, coaching and mentoring her leaders with the MTW program. Quarterly, she would make visits to her units to critique and ensure the overall, successful execution of the program.

“The MTW program served

as our roadmap to AAME,” said 1st Sgt. Hopeton Staple, first sergeant, 532nd MI Battalion. “The more repetitions through it; the easier that roadmap was to read.

“The concept of the program was to have a progressive understanding of how to achieve maintenance excellence through a single, tested program.”

“I absolutely believe that’s what gave us the edge. That mixed with the competitive nature of AAME,” Murrill added. “Competition is nothing new to anybody in the Army. For example, playing volleyball for a PT session, the intent may be to do physical training, but somebody wants to win.”

For the 527th MI Battalion, placing in the AAME was familiar territory; the unit has either placed first or runner-up in the Large Category 10 out of the past 13 years.

“I think it’s a just a tremendous accomplishment that the brigade was able to do this as a



photo by Spc. Honey Walker

The 527th MI Battalion has earned either first or second place in the Large Category 10 out of the past 13 years in the AAME awards.

whole,” said Maj. Suzanne C. Nielsen, executive officer, 527th MI Battalion.

Another focus the brigade

worked on this year that played a key role in its success was making a correlation between maintenance and mission.

“The Soldiers understand how important the mission is, so we focused on helping them understand how important maintenance was to accomplish that mission,”

**Maj. Terrence Murrill
executive officer
532nd MI Battalion**

“The Soldiers understand how important the mission is, so we focused on helping them understand how important maintenance was to accomplish that mission,” Murrill said. “Maintenance isn’t just a part of the mission, it enables the mission.”

This focus became integrated into the Soldiers’ day-to-day responsibilities, and it allowed the leadership to emphasize their role in overall maintenance.

“Maintenance excellence was incorporated into every aspect of the brigade,” he added. “From the barracks to the motor pool, nothing went without the understanding of the importance of maintenance.”

Some of the 501st MI Brigade Soldiers received individual recognition for their contributions toward the brigade’s unprecedented success.

“It feels great to be recognized for simply doing your job,” said Pfc. Alexandria N. Jordan, who received an Army Commendation Medal for her contributions in preparation for AAME.

(Editor’s Note: Sgt. 1st Class Terry Goodman also contributed to this article.)

SPIRITUAL
ADVISORY
EXPLICIT CONTENT

Story by Brian Murphy



courtesy photo

Horton knew at an early age what her calling in life was.

Some people waste decades of their life before figuring out their purpose or calling. For Chaplain (Col.) Janet Y. Horton, U.S. Army Intelligence and Security Command, she knew before she even began elementary school.

When Horton was only four years old, she was forced to watch helplessly as her mother, Margaret, almost bled to death due to complications during her pregnancy with Horton's brother, Rick. Her mother began severely hemorrhaging, and the bleeding was so bad that she nearly filled the families' bathtub.

By the time the children were able to locate Horton's father, Richard, things were not looking

good. Margaret had lost all color, and continued to lose blood at a steady rate. The nearest hospital was 60-70 miles away, and one look at her mother was enough to know that she would never make it. Margaret, knowing she was running out of time, became desperate.

"You could see the fear in my mother's eyes," she said. "I think she knew she was going to die. It was a very emotional experience for me, watching my mother and thinking that she wasn't going to make it. Even though I was only four years old, that is a very vivid memory."

Even though Horton's mother was raised Catholic, she gave her husband permission to contact a Christian Science practitioner as a last resort. The practitioner immediately started praying with her.

"Within 20 minutes her color had returned, she sat up and said she was perfectly fine," Horton said.

Horton's father wrapped her in blankets and they made the trip to the hospital. Upon arrival, the doctors began to run numerous blood tests. The doctors told the family that she had a perfect blood count, "but that was impossible because of large amount of blood on her clothes and the blankets. He kept saying there was no human explanation for this."

From that moment on, Horton knew she wanted to devote her life to the religion that saved her mother's life. A lay tradition, Christian Science doesn't have a civilian equivalent to chaplains, so Horton joined the Army in 1976.

"It's never something I would have even dreamed of," Horton said of joining the military.

Horton knew where she wanted her life to take her, but there was one obstacle that threatened to end her dream - her shyness.

"I was so painfully shy, I couldn't even look another person in the eyes," she said. "When I was 12, I almost passed out while giving an oral book report to my class."

So Horton decided that if she was going to become a chaplain and begin helping others, she first needed to help herself get over her social phobia.

The Lord God hath given me the tongue of the learned, that I should know how to speak a

Christian Science is a religious system based on the teachings of Mary Baker Eddy emphasizing spiritual healing. According to *Webster's Dictionary*, the protestant denomination was founded in 1866.

Fast Fact:
Horton was the first female chaplain to achieve the rank of colonel in the U.S. Army.



word in season to him that is weary: he wakeneth morning by morning, he wakeneth mine ear to hear as the learned.

- Isaiah 50:4

After reading that scripture, Horton knew this was her calling. From that moment on, she refused to give in to her fear.

When Horton joined the Army in 1976, the idea of a woman chaplain was unheard of. Counting Horton, there were a total of five women chaplains in the entire Army at that time.

"I heard it at least 100 times in basic training," she said. "You'll never make it. You shouldn't be here."

When Horton arrived at several of her first assignments, the welcome she received was less than friendly.

"I had people spit in my face three different times," Horton said. "I would arrive and in-process to a unit, and as soon as the commander found out I was a woman, he'd say 'we don't want you.' He hadn't even seen me, and he'd already made up his mind."

Horton was assigned to six different units at Fort Sill, Okla., before finally finding a unit who would give her a chance.

"They didn't even have authorization for a chaplain," she said. "It was an infantry unit, and I shouldn't have even been there. When I showed up for formation that first day, the commander took us out for a six-and-a-half-mile run. They told me to run until I couldn't keep up anymore, and then I could just fall out of formation."

On average, about 60 Soldiers normally fell out of the run each morning. But Horton wouldn't allow herself to quit - she pushed herself and kept up. And because she didn't fall out, the guys in the formation didn't want to be shown up. So none of them fell out either.

"The battalion commander was so mad by mile

five that he came and pulled me up to the front of the formation to run with him," Horton said. "From that point, you couldn't have made him get rid of me. I was thankful that someone finally gave me a chance to prove myself."

The routine of constantly having to prove herself would become all too familiar for Horton, who between her childhood and military career has moved a total of 41 times. At each new assignment, the cycle would begin again with another commander less than thrilled to have her assigned to his unit.

"The first five years were the toughest," Horton said. "For the most part, from then on the commanders judged me on my performance. That is all I ever wanted. I don't feel that these people were treating me that way on purpose. I think most of them were opposed to women being chaplains in general."

Chaplain (Col.) Donna Weddle, Joint Staff chaplain, has known Horton since 1979. The two quickly became friends after meeting at a chaplains'



courtesy photo

The first few years of Horton's military career were less than encouraging. But she refused to give up, and Horton eventually became the first female chaplain to be promoted to the rank of colonel.



courtesy photo

INSCOM was Horton's final stop prior to her retirement.

conference.

"I think we shared a sense of how women needed to understand the military system in order to succeed as chaplains," Weddle said. "We also shared a common sense of the importance of lifelong study of theology and religion, and shared many of the same experiences of helping the chaplaincy accept women. Also, we could both laugh at lots of things together, and enjoy just talking any time we were at the same place."

Whenever the two friends did have the chance to catch up with each other, Weddle was often amazed at the stories Horton would share about her day-to-day life.

"I don't think I had it as rough as she did," Weddle said. "I was fortunate enough to have had very accepting commanders from even the early days, and I had prior Army service as an NCO. She has some hair-raising stories of her earliest years that are only humorous in looking back on them now."

"She handled them with humor, and with confrontation when necessary," said Weddle. "She handled any challenges to her faith group with

tremendous grace. She has a very deep faith, and begins every morning with about an hour and a half of scripture reading and meditation."

After 28 years of service, Horton retired from the Army Aug. 1. And as she reflects on her tumultuous journey, she doesn't look back in anger or with regret - she prefers to view the situation with hope. Hope that because of everything she, Weddle and others faced - future female chaplains may have an easier road ahead.



September 11, 2001 was supposed to be a good day. Horton, who was working at the Pentagon, had set up dinner plans that night with Weddle, who was in town from Fort Hood, Texas. Of course, their plans were cancelled after the events of that fateful day.

When Horton learned of the terrorist attacks at the World Trade Center, she immediately began to pray. Twenty minutes later, the Pentagon was hit with a plane. Only medical personnel were being allowed near the injured, but Horton convinced the guards to let her in. Horton tended to the wounded, reciting the Lord's Prayer. She asked each person if she could pray for him out of respect to those who were of different faiths. No one turned her away.



courtesy photo

Kyle Hollenback, friends and family collected more than 300 soccer balls that members of the 902nd MI Group then gave to Iraqi children.

Just for kicks

By Tina Miles
902nd MI Group

Imagine one kick of a soccer ball would fulfill the goal of a U.S. teen to become an Eagle Scout as well as the dreams of hundreds of underprivileged children in Iraq.

Kyle Hollenback, 16-year old son of Sgt. 1st Class Jerry Hollenback, a reservist with the 307th Military Intelligence Company, received word from his dad, who was attached to the 223rd MI Battalion, California National Guard, while deployed to Iraq, that the children there were recreationally deprived.

"My dad would tell my family how excited the kids would get over anything they could play with, things that children over here wouldn't consider toys," said Kyle, a resident of Poulsbo, Wash. "The children

there seemed to like balls, as kids everywhere do. Especially soccer, which is probably the most popular sport in the world, but they didn't have much to play with."

"I told Kyle about the time I tossed a Nerf ball to a youngster and almost incited a riot among the other children there," said Hollenback.

At that same time, Kyle was contemplating ideas for his Eagle Scout project.

"I knew there were a lot of things I could do for my community, but I wanted to do something different," Kyle said. After talking with his father, and while discussing Eagle project possibilities with others, Kyle came up with the idea of sending soccer balls to Iraqi children. He decided this project was perfect because he could collect equipment that was no longer being



courtesy photos

Wanting to show that the soccer balls were still in good shape, a Soldier kicks a ball around with Iraqi children.

used here and send it to those less fortunate.

And so the project began.

Becoming an Eagle Scout is rigorous and a great honor. A Boy Scout must advance through a series of ranks: Tenderfoot, Second Class, First Class, Star, Life, and finally, Eagle Scout. To achieve each rank, certain requirements need to be achieved. A scout must earn 21 merit badges to earn the Eagle Scout award and complete an Eagle project. Prior to being approved for the rank of Eagle Scout, the scout must have held leadership positions in his troop and eventually pass a board of review, answering questions before a panel of adult leaders.

Kyle's first plan was to have soccer balls donated by individuals who were willing to give their personal equipment.

"I placed ads and posters around the community and set-up a booth outside local sport shops to solicit equipment. I received a few balls and some money towards my end goal," Kyle said. He realized that he probably wouldn't be sending very many soccer balls this way. As luck would have it, one of his scout leaders told Kyle that the local North Kitsap Soccer Club was trying to dispose of their old soccer balls and jerseys for more storage

space. Hearing this, Kyle contacted the soccer club's equipment manager and established a time to sort and take as many balls and jerseys as possible. With the help of friends, Kyle was able to collect 300 balls.

"The actual soccer project went rather nicely," stated Kyle. Along with his collection booth, Kyle took his project to local newspapers that published stories and solicited donations.

The balls had to be cleaned, deflated and packed for shipping. Many people in Kyle's church volunteered their time. Kyle still needed boxes to ship the balls. Another stroke of luck hit when the Hill Moving Company in Poulsbo read about Kyle's project in the newspaper. They called him and said that they would provide boxes and pay for any shipping that he couldn't afford. "That was a big relief for me," Kyle said.

Capt. Lyle Hackett, 308th MI Battalion, was one of the contacts Kyle had in Iraq through his father. Hollenback approached Hackett, while in Iraq, and asked if he would be like to accept and distribute the soccer balls to the local children. Hackett and his comrades loved the idea. Hollenback returned to the U.S. before the soccer

balls were delivered, so Kyle kept in contact with Hackett through email.

“It seemed everyone who helped wanted to do more,” said Kyle.

Capt. Toni Sabo, 310th MI Battalion, who helped distribute the soccer balls, said, “One kid in Kirkuk flung himself at Capt. Hackett and kissed him, I thought they would both cry.”

In appreciation for his humanitarian effort and support, Col. Gregg Potter, commander, 902nd MI Group, sent Kyle a personal letter of appreciation.

“Kyle’s efforts are noteworthy and demonstrate his leadership,” Potter said. “The donations were received with unbelievable joy and gratitude.” In the letter, Potter also congratulated Kyle on his great accomplishment in achieving the rank of Eagle Scout.

In addition to the original 300 soccer balls, Kyle has collected and sent several hundred more to Iraq.

“Maybe as a result of my project, someday an Iraqi kid will be a pro-soccer player and come visit me in Poulsbo,” Kyle said.



Kyle shows off his well-deserved Eagle Scout Award.



A Soldier from the 902 MI Group poses for a photo with some of the Iraqi children who received the donations.





photo illustrations by Brian Murphy

The Big Dogs couldn't be stopped as they breezed through a perfect regular season.

Big Dogs' season a big hit

By Spc. Sarah Smith
704th MI Brigade

When the Big Dogs comes to play - people take notice.

The Headquarters and Headquarters Company, 704th Military Intelligence Brigade softball team closed out one of their most memorable seasons in recent history by finishing a respectable fourth out of 24 Fort Meade, Md. teams.

The Big Dogs breezed through a perfect regular season, earning a trophy for their first-place finish in Division II. From there, they hoped to continue their hot streak and earn top honors across the installation.

Unfortunately, the Big Dogs lost their first game in the all-division championships against Medical Department Activity, putting them in the loser's bracket of the double-elimination rounds.

But the Big Dogs didn't let that loss get them down, and rolled in four straight victories. In their fifth game of the championship, they avenged their earlier loss to MEDDAC with a 13-3 win. The Big Dogs season came to an end, after suffering a 13-3 loss against the Naval Security Group Activity team July 26.

"We had an outstanding season," said Big Dogs pitcher Constantine McGriff. "We ran into a very formidable opponent."

While the NSGA had good pitching and good defense, Big Dogs sold themselves short with a lack of clutch hitting, consistently leaving runners stranded on base.

That's not to say there wasn't good defense on the Big Dogs' side. In the final game, Big Dogs first baseman Glenn Louk fully extended to make a highlight worthy catch that few in attendance thought he could get to.

The Big Dogs, of Division II, were at a disadvantage having never played NSGA, a Division III team, at the post-level. Divisions are based on the size of a unit's element, Division III is the largest on the scale.

"That was a spanking that was well deserved and we just have to come out better prepared," McGriff said. "We can't make excuses."

The Big Dogs grand post-level season is over, but they will continue to put a bite in the competition as they play in other local tournaments and championships off post.



photo by Pfc. Jason Merrell

In correspondence to the strong tradition in leadership the SAMC exemplifies, the complete history of the Non-Commissioned Officer in the United States Army was read aloud during the induction ceremony held on July 16.

501st MI Brigade elite Soldiers

Join the club

By Pfc. Jason Merrell
501st MI Brigade

Loyalty, discipline, professionalism and caring. In the U.S. Army, these qualities define more than just good character, but exemplify the very blood and bones of a society comprised of outstanding Non-Commissioned Officers, known as the Sergeant Audie Murphy club.

Staff Sgt. Donald A. Hartley, contracting officer representative, 501st Military Intelligence Brigade, became the first Soldier from within the unit to be selected into the SAMC during an induction ceremony at Balboni Theater in Yongsan,

Korea, in February.

Hartley felt humbled and honored by the selection into an organization that is filled with outstanding NCOs of the past and present.

"I never expected to be so rewarded," Hartley said. "I feel proud to be part of such a prestigious club."

Hartley may have been the first 501st MI Brigade NCO selected into the SAMC, but he was not be the last. He was joined by seven of his fellow NCOs July 16. They are: Sgt. 1st Class Micheal S. Keene, Sgt. 1st Class Eric Schmitz, Staff Sgt. Sonya G. Grandinetti, Staff Sgt. Steven C. Venezie, Sgt. Samuel E. Cowell, Sgt. Marissa

Rico and Sgt. Malachi L. Thornton.

"These individuals were recognized by their leaders because they exemplified the outstanding qualities of Audie Murphy," said Command Sgt. Maj. Valentin Caraballo, a senior member of the Audie Murphy club.

Sergeant Audie Murphy's accomplishments throughout his life read more like fiction than fact. Murphy, son of poor Texas sharecroppers, rose to national fame as the most decorated U.S. combat soldier of World War II. Among his 33 awards and decorations was the Medal of Honor, the highest military award for bravery that can be given to any individual in the United States of America, for "conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty."

"He is the cornerstone of being an NCO," said Staff Sgt. Sonya G. Grandinetti, 527th MI Battalion ammunition manager and recent inductee into the SAMC. "Sergeant Audie Murphy embodied the Army values before they were even put into words."

In honor of the war veteran, Hollywood actor, writer and outstanding American, the Sergeant Audie Murphy club was forged, originating in 1986 at Fort Hood, Texas. After only a few years, the club spread Army-wide and is now one of the most prominent societies for NCOs.

"I felt honored to be inducted," said Sergeant 1st Class Michael S. Keene, brigade personnel NCOIC, 501st MI Brigade. "It was one of the best days of my Army career."

Inductions into the prestigious Audie Murphy club are quarterly, and multiple junior and senior NCOs may be inducted. According to Caraballo, the SAMC is designed to recognize those NCOs who exemplify Audie Murphy's characteristics and set the standard for leadership, excellence and NCO professionalism.

"They represent our commitment to build a better place for those who come after us," he said.

One of Audie Murphy's most prized quotes is "You lead from the front." Taking this proverb into account, some of the Soldiers took the time to explain their take on being an NCO.

"It's all about taking care of your Soldiers," Hartley said. "I couldn't ask a Soldier to do anything that I wouldn't. You lead from the front, it's that simple."



Who was Audie Murphy?

Audie Murphy was a baby-faced Texas farmboy who became an American Legend. Murphy grew up on a sharecropper's farm in Hunt County, Texas. Left at a very young age to help raise 10 brothers and sisters when his father deserted their mother, Audie was only 16 when his mother died. He watched as his brothers and sisters were doled out to an orphanage or to relatives.

Seeking an escape from that life in 1942, he looked to the Marines. War had just been declared and, like so many other young men, Murphy lied about his age in his attempt to enlist. but it was not his age that kept him out of the Marines; it was his size. Not tall enough to meet the minimum requirements, he tried to enlist in the paratroopers, but again was denied entrance. Despondent, he chose the Army.

Murphy went on to become the most decorated U.S. soldier in World War II. Though he was only 21 years old at the end of the war, he had killed 240 German soldiers, been wounded three times, and had earned an amazing 33 awards and medals, including the Medal of Honor.

SHOTS FROM THE FIELD



photo by Staff Sgt. Michael Brock

Soldiers from the 115th MI Group participate in Common Task Training near Schofield Barracks, Hawaii.



photo by Tina Miles

Demarian and Devante Fontenot participate in the 902nd MI Group's Fire Safety Night June 24.

SHOTS FROM THE FIELD



photo by Pfc. James Felkins

Spc. Greg Perrin, 116th MI Group, navigates his way down a rope at the Fort Gordon obstacle course, Fort Gordon, Ga.



photo by Spc. Felicia Thompson

Spc. Christopher Huber, arms room specialist, and Staff Sgt. Sylvester E. Connors, chaplain's assistant, 513th Military Intelligence Brigade, discuss the operation of the monocular night vision device during sergeants time training.

SHOTS FROM THE FIELD



photo by Tina Miles

Sgt. 1st Class Ted Toussaint demonstrates how to wear protective gear during 902nd MI Group training.



photo by Spc. Felicia Thompson

Soldiers from the 513th Military Intelligence Brigade show their support during a post basketball game.

SHOTS FROM THE FIELD



photo by Tina Miles

Spectators from the 902nd MI Group and local community cheer as athletes compete in the 50-meter dash during the "Run, Jump 'n' Throw," Special Olympics program May 29.



photo by Lt. Cmdr. Jane Campbell

The National World War II Memorial, Washington, D.C, honors the 16 million who served in the Armed Forces of the U.S., the more than 400,000 who died, and all who supported the war effort from home.

INSCOM's Vision

The Army's operational intelligence force - engaged worldwide as part of the joint/interagency team; conducting multi-discipline collection, fusion and analysis to generate actionable intelligence in support of the Global War on Terrorism and regional contingency operation.

A network of horizontally integrated fusion centers which leverage shared national databases. Persistent intelligence, surveillance and reconnaissance, tactical reporting and advanced analytical tools.

Joint, interoperable counterintelligence/human intelligence, signals intelligence, and measures and signatures intelligence modules capable of rapid deployment/employment - with linkage to the fusion center network.

Tactically useful, rapid prototype initiatives developed, vetted and fielded in partnership with the intelligence community, industry and academia.

Tough, joint-savvy intelligence leaders at every level.